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**State of Washington  
Department of Printing**

**Human Resource  
Management Report**

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October 2009

# Managers' Logic Model for Workforce Management



## Executive Summary

Department of Printing

Performance Measure	Status	Action Priority <sup>e</sup>	Comments
<b>PLAN &amp; ALIGN WORKFORCE</b>			
Management profile <sup>a</sup>	8.7% = "Managers"; 0% = WMS only	M	No WMS at Printing
% employees with current position/competency descriptions <sup>b</sup>	97.60%	M	Increase of 6.6%.
<b>HIRE WORKFORCE</b>			
Average Time to Hire Funded Vacancies <sup>c</sup>	43 avg days to hire (of 4 vacancies filled)	L	Decrease of 15 days.
Candidate quality ratings <sup>c</sup>	67.0% cand. interviewed had competencies needed 100% mgrs said they were able to hire best candidate	M	Decrease of 20% in competency rating. Best Candidate same.
Hiring balance (% types of appointments) <sup>c</sup>	0% promo; 86% new hires; 14% transfers; 0% exempts;	M	5 of 7 were entry level positions.
Number of separations during post-hire review period <sup>c</sup>	0	L	Decrease of 1.
<b>DEPLOY WORKFORCE</b>			
Percent employees with current performance expectations <sup>b</sup>	100.00%	L	100% goal met.
Overtime usage: (monthly average) <sup>c</sup>	2.66 hours (per capita); 29.04% of EEs receiving OT	H	Reduction in both measures.
Sick leave usage: (monthly average) <sup>c</sup>	7.2 hours (per capita)	M	Increase of .2 hrs per capita.
# of non-disciplinary grievances <sup>c</sup>	2 grievances	L	No change from last year.
# of non-disciplinary appeals & Dir's Reviews filed <sup>c</sup>	0 appeals, 0 Director's Reviews	L	No change from last year.
<b>DEVELOP WORKFORCE</b>			
Percent employees with current individual training plans <sup>b</sup>	100.00%	L	100% goal met.
<b>REINFORCE PERFORMANCE</b>			
Percent employees with current performance evaluations <sup>b</sup>	100.00%	L	100% goal met.
Number of formal disciplinary actions taken <sup>c</sup>	0	L	Decrease of 1.
Number of disciplinary grievances and appeals filed <sup>c</sup>	1 grievances; 0 appeals	L	Increase of 1.
<b>ULTIMATE OUTCOMES</b>			
Turnover percentages (leaving state service) <sup>c</sup>	3.20%	L	Decrease of 4.7%
Diversity Profile <sup>a</sup>	36% female; 17% people of color; 68% 40+; 1% with disabilities	H	Largest difference in 40+, +5%.
Employee survey overall average rating <sup>d</sup>	3.51, 77 survey responses	H	Decrease of .22 over 2006 survey.

a) Data as of 6/30/09

b) Data as of 6/30/09 or agency may use more current date (if so, please note in the "Comments" section)

c) Data from 7/1/08 through 6/30/09

d) Data as of November 2007 State Employee Survey

e) Action Priority: H=High, M=Medium, L=Low For those measures that have Action Steps

# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

### Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Agency Priority: Medium

## Management Profile

Department of Printing

**WMS Employees Headcount = 0**

**Percent of agency workforce that is WMS = 0%**

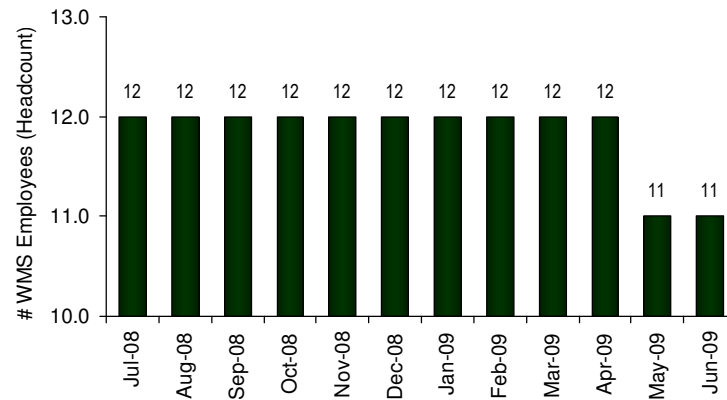
**All Managers\* Headcount = 11**

**Percent of agency workforce that is Managers\* = 8.7%**

\* In positions coded as "Manager" (includes EMS, WMS, and GS)

### Management Headcount Trend (NO WMS)

Data Time Period: 07/08 through 06/09



Dept. of Printing has no WMS positions. Data indicates management headcount.

## Analysis:

- **WMS Control Point: NA**
- No WMS Employees at PRT. The chart indicates number of managers at PRT.
- Ended year with one fewer manager. Chose not to fill position.
- Slight decrease in % of agency workforce that is manager, 9.4% to 8.7%.

## Action Steps: (What, by whom, by when)

- As all vacancies occur, the agency is scrutinizing the need to fill. This includes management positions. Practice will continue.
- During the last year the agency has reviewed the potential for shifting responsibilities as opposed to filling vacancies. Practice will continue.

# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

Management profile  
Workforce Planning measure (TBD)

**Percent employees with current position/competency descriptions**

## Current Position/Competency Descriptions

Agency Priority: Medium

**Percent employees with current position/competency descriptions = 97.6%\***

\*Based on 120 of 123 reported employee count  
Applies to employees in permanent positions, both WMS & GS

## Analysis:

- Increase from last year, 91.0% to 97.6%.
- Challenge is to reach and maintain 100%. As workforce has shrunk, responsibilities have been redistributed – requiring changes in position descriptions.
- Position descriptions exist for all positions with a few needing minor changes.

## Action Steps: (What, by whom, by when)

- Updates have occurred but positions are changing quickly as workforce decreases. HR will continue to work with managers to ensure position descriptions are updated as changes occur.
- As an agency, the expectation is that managers, with assistance from HR, review all position descriptions and reach 100% current rate by the end of the fiscal year.
- Kept in medium priority in order to remain focused. Nice increase over last year but not 100%.

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

### Time-to-hire vacancies

### Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

## Time-to-Hire / Candidate Quality

Agency Priority: Low

### Time-to-Hire Funded Vacancies

Average number of days to hire\*: 43

Number of vacancies filled: 4

\*Equals # of days from the date the hiring supervisor informs the agency HR Office to start the process to fill the position, to the date the job offer is accepted.

Agency Priority: Medium

### Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 18 Percentage = 67%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 4 Percentage = 100%

Hiring managers indicating "no":

Number = 0 Percentage = 0%

## Analysis:

- Decrease of 15 days average time to hire over last year.
- Hiring managers have been quick to respond to HR requests – questions, applicant screening, etc.
- One position in particular required vast industry knowledge with the length of time affecting the average.
- Candidate competency rating dropped 20% while the ability to hire the best candidate remained 100%.
- Since tracking did not start until the middle of the last reporting period not sure if number was inflated – not sure what the baseline is.

## Action Steps: (What, by whom, by when)

- HR will continue to work directly with hiring managers to ensure timely response to recruitment/hiring needs.
- HR will immediately work more closely with hiring managers during screening process to ensure broad candidate base while increasing the competency rating over the next year.

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

Time-to-hire vacancies

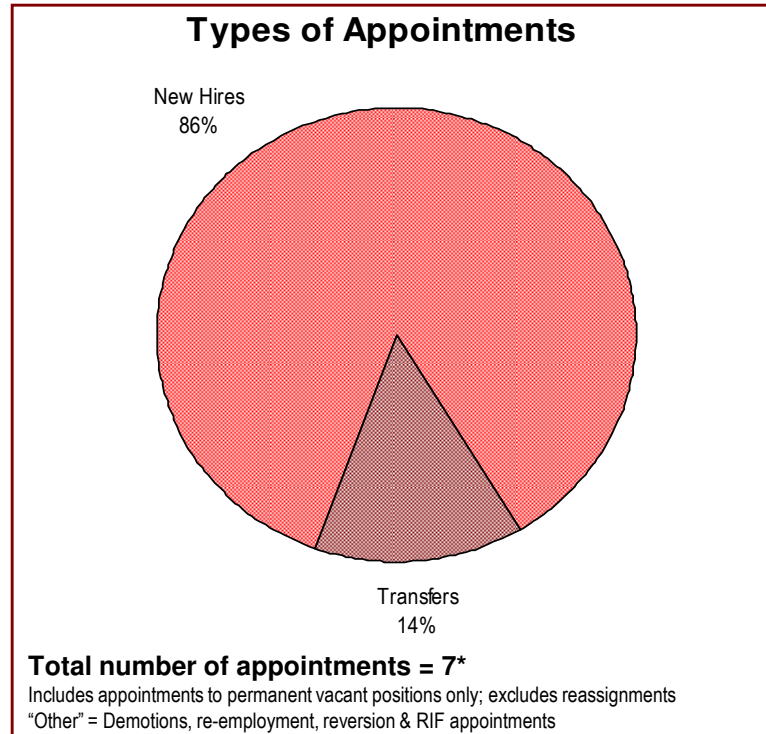
Candidate quality

**Hiring Balance**  
(proportion of appointment types)

**Separation during review period**

## Hiring Balance / Separations During Review Period

Agency Priority: Medium



Agency Priority: Low

Separation During Review Period	
Probationary separations - Voluntary	0
Probationary separations - Involuntary	0
<i>Total Probationary Separations</i>	<i>0</i>
Trial Service separations - Voluntary	0
Trial Service separations - Involuntary	0
<i>Total Trial Service Separations</i>	<i>0</i>
<b>Total Separations During Review Period</b>	<b>0</b>

Data Time Period: 07/08 through 06/09  
Source: Internal Agency Tracking

## Analysis:

- As expected, significant drop in number of appointments over last year, 25 to 7.
- There were no promotional appointments over the last year. 5 of the 7 positions were entry level. One required production knowledge and was second shift – no internal interest. All positions are open to current staff.
- No separations during review period to report.

## Action Steps: (What, by whom, by when)

- As vacancies occur that are not entry level, agency management has been and will continue to search internally for suitable candidates to avoid increasing headcount.
- Agency has already started 2 development opportunities for current employees so that should a position open up, they will be prepared to interview for it.

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

### Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

## Current Performance Expectations

Agency Priority: Low

**Percent employees with current performance expectations = 100%\***

\*Based on 123 of 123 reported employee count  
Applies to employees in permanent positions, both WMS & GS

## Analysis:

- Increase over last year, 98.5% to 100%.
- Action plan in place with leadership emphasis on the importance of clear expectations.
- Maintenance is critical to remain at this level.

## Action Steps: (What, by whom, by when)

- Continued monthly updates to managers by HR will help ensure maintenance.
- Continued communication within leadership and management will help ensure maintenance.
- Priority moved to low but with commitment of leadership to address frequently.



# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

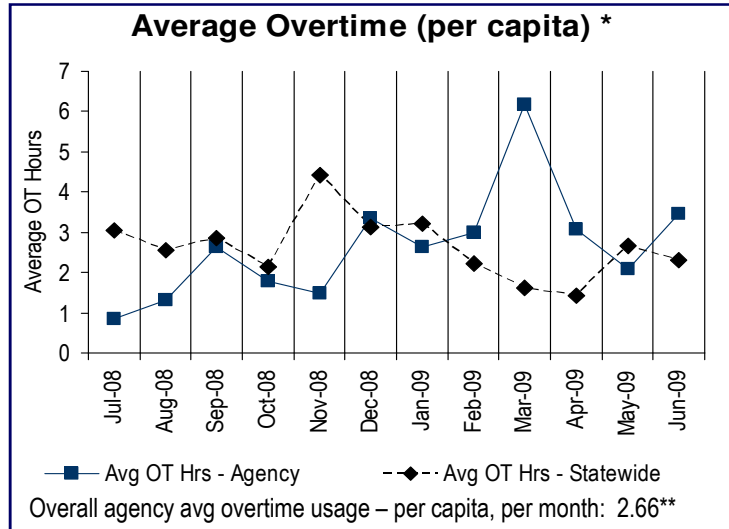
### Overtime usage

Sick leave usage

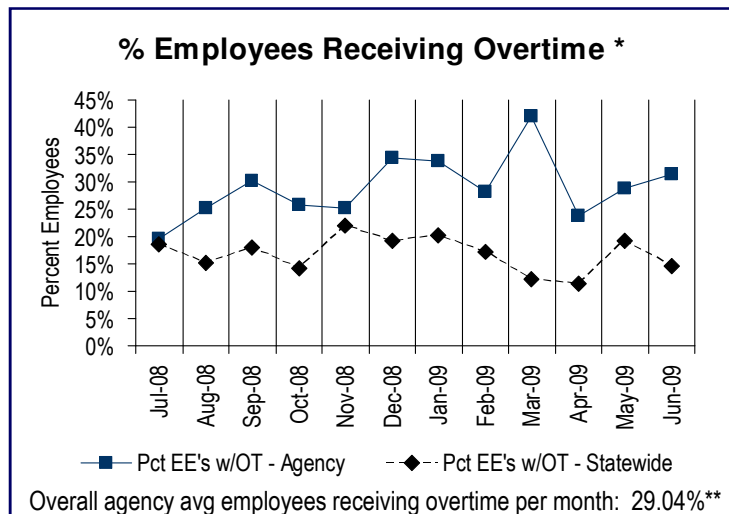
Non-disciplinary grievances/appeals filed and disposition (outcomes)

## Overtime Usage

Agency Priority: High



\*\*Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months



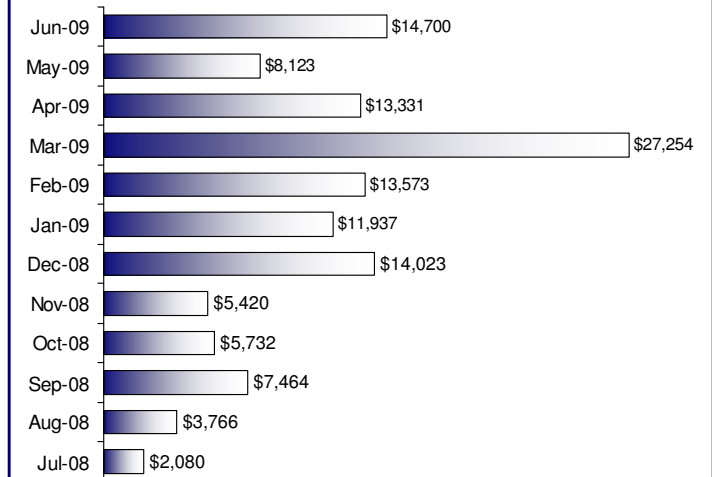
\*\*Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

\*Statewide overtime values do not include DNR

Data Time Period: 07/08 through 06/09

Source: Business Intelligence and Internal Agency Tracking

## Overtime Cost - Agency



## Analysis:

- Decrease in per capita avg., 3.73 to 2.66. Decrease in % of employees receiving OT, 38.36% to 29.04%.
- As a production facility, overtime may be necessary to meet the needs of our customers. Some OT is actually approved and paid for by our customers (rush jobs, etc.).
- The overtime cost for the agency for the entire year decreased 14% over last year.
- Unusual Peak in March is due in large part to the implementation of a new Management Information System.

## Action Steps: (What, by whom, by when)

- OT approval is being done at a higher level.
- Management will make every effort to avoid OT including looking at temporarily adding shifts in order to maximize equipment output.

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

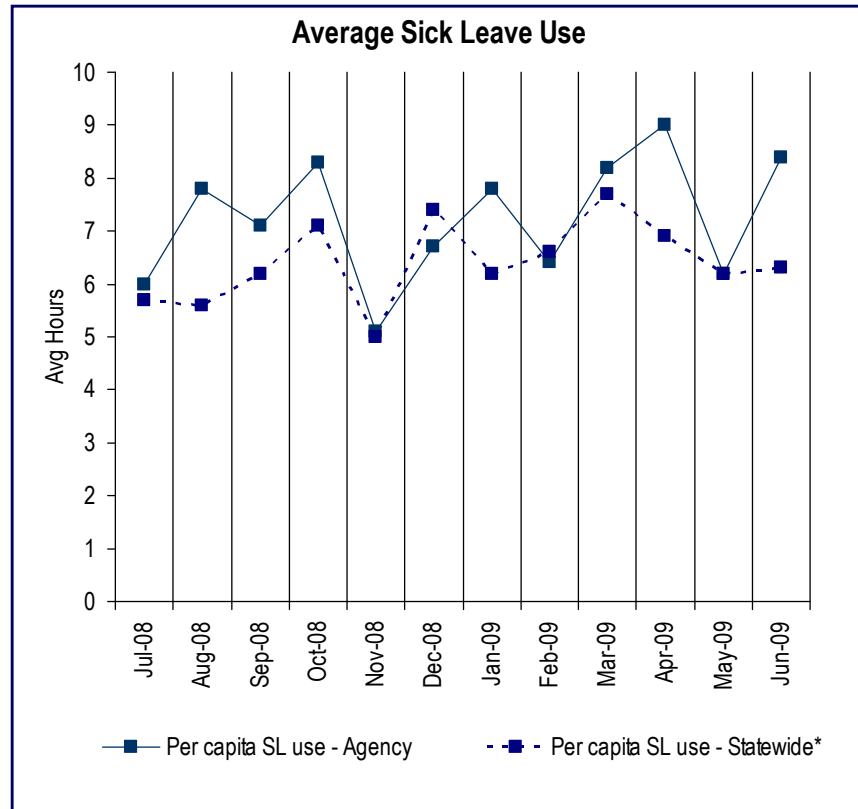
Overtime usage

## Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Agency Priority: Medium

## Sick Leave Usage



## Analysis:

- Slight increase over last year in per capita sick leave hours used, 7.0 to 7.2.
- Several instances of extended leave needed.
- Agency average balance is significantly lower than the state average. Part of this is due to the extended leave mentioned above.

## Action Steps: (What, by whom, by when)

- Management is aware of agency focus on attendance issues and will continue to work with HR to address with corrective action if necessary.
- Payroll is providing monthly leave balances to our management team so that they can see what balances are available.

## Sick Leave Hrs Used / Sick Leave Balance (per capita)

Avg Hrs SL Used (per capita) - Agency	Avg SL Balance (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	Avg SL Balance (per capita) - Statewide*
7.2 Hrs	183.8 Hrs	6.4 Hrs	240.2 Hrs

\* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 07/08 through 06/09  
Source: DOP HRM Performance and Accountability

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

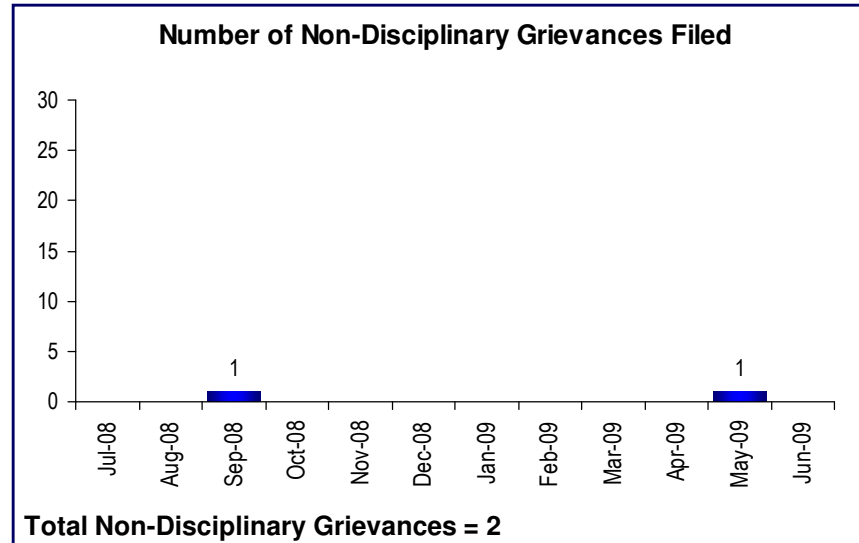
Overtime usage

Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

## Non-Disciplinary Grievances (represented employees)

Agency Priority: Low



\* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

### Non-Disciplinary Grievance Disposition\*

(Outcomes determined during time period listed below)

- Both grievances addressed immediately and settled within days of filing.
- Work Schedule: agency agreed to work with individual employee on a test basis but made it clear that it was not precedent setting. No further action.
- Work Performed: Non-represented employee counseled not to do work that should be done by represented staff. No further action.

### Top 5 Non-Disciplinary Grievance Types (i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
1. Work Schedule	1
2. Work Performed	1

### Analysis:

- No change in number of non-disciplinary grievance filed over last year.
- The agency and the unions that represent our production staff share open, productive communication. This allows us to avoid grievances by working together prior to one being filed.
- Once a grievance is received, both parties respond quickly and work to resolve as soon as possible.

### Action Steps: (What, by whom, by when)

- The agency will be setting up monthly meetings with the shop stewards to discuss any potential issues before they become grievances.
- These meetings will also allow brainstorming ways to improve communication and cooperation.

Data Time Period: 07/08 through 06/09  
Source: Internal Agency Tracking

## Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

### Filings for DOP Director's Review

- 0 Job classification
- 0 Rule violation
- 0 Name removal from Layoff List
- 0 Exam results or name removal from applicant/candidate pool, *if DOP did assessment*
- 0 Remedial action

### 0 Total filings

### Filings with Personnel Resources Board

- 0 Job classification
- 0 Other exceptions to Director Review
- 0 Layoff
- 0 Disability separation
- 0 Non-disciplinary separation

### 0 Total filings

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Data Time Period: 07/08 through 06/09  
Source: Department of Personnel

## Deploy Workforce

### Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

### Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

# Develop Workforce

## Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

## Performance Measures

**Percent employees with current individual development plans**

Competency gap analysis (TBD)

## Individual Development Plans

Agency Priority: Low

**Percent employees with current individual development plans = 100%\***

\*Based on 123 of 123 reported employee count  
Applies to employees in permanent positions, both WMS & GS

### Analysis:

- Increase over last year, 98.5% to 100%.
- Action plan in place with leadership emphasis on the importance of development plans.
- Maintenance is critical to remain at this level.

### Action Steps: (What, by whom, by when)

- Continued monthly updates to managers by HR will help ensure maintenance.
- Continued communication within leadership and management will help ensure maintenance.
- Priority moved to low but with commitment of leadership to address frequently.

# Reinforce Performance

## Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

## Performance Measures

### Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

## Current Performance Evaluations

Agency Priority: Low

**Percent employees with current performance evaluations = 100%\***

\*Based on 123 of 123 reported employee count  
Applies to employees in permanent positions, both WMS & GS

## Analysis:

- Increase over last year, 98.5% to 100%.
- Action plan in place with leadership emphasis on the importance of valuable evaluations.
- Maintenance is critical to remain at this level.

## Action Steps: (What, by whom, by when)

- Continued monthly updates to managers by HR will help ensure maintenance.
- Continued communication within leadership and management will help ensure maintenance.
- Priority moved to low but with commitment of leadership to address frequently.

# Reinforce Performance

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Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

## Performance Measures

Percent employees with current performance evaluations

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

## Formal Disciplinary Actions

Agency Priority: Low

### Disciplinary Action Taken

Action Type	# of Actions
Dismissals	0
Demotions	0
Suspensions	0
Reduction in Pay*	0
<b>Total Disciplinary Actions*</b>	<b>0</b>

\* Reduction in Pay is not currently available as an action in HRMS/BI.

### Issues Leading to Disciplinary Action

- No formal disciplinary actions as defined above.

## Analysis:

- No formal disciplinary actions, as defined here, taken this reporting period.
- Corrective action does occur with clear expectations and clear repercussions explained.

## Action Steps: (What, by whom, by when)

- The agency will continue to utilize progressive corrective action with an emphasis on helping the employee improve to the point expectations are being met.

## Disciplinary Grievances and Appeals

Agency Priority: Low

### Reinforce Performance

#### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

#### Performance Measures

Percent employees with current performance evaluations

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

#### Disciplinary Grievances (Represented Employees)



**Total # Disciplinary Grievances Filed: 1**

#### Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

0 Dismissal  
0 Demotion  
0 Suspension  
0 Reduction in salary

**0 Total Disciplinary Appeals Filed with PRB**

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

#### Disposition (Outcomes) of Disciplinary Grievances

- After review of the grievance and the original discipline, the warning remained in place as issued but clarification was given to the employee and union. No further action.

#### Disposition (Outcomes) of Disciplinary Appeals\*

No disciplinary appeals for this period

\*Outcomes issued by Personnel Resources Board

Data Time Period: 07/08 through 06/09  
Source: Internal Agency Tracking



# ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

## Performance Measures

Turnover rate: key occupational categories

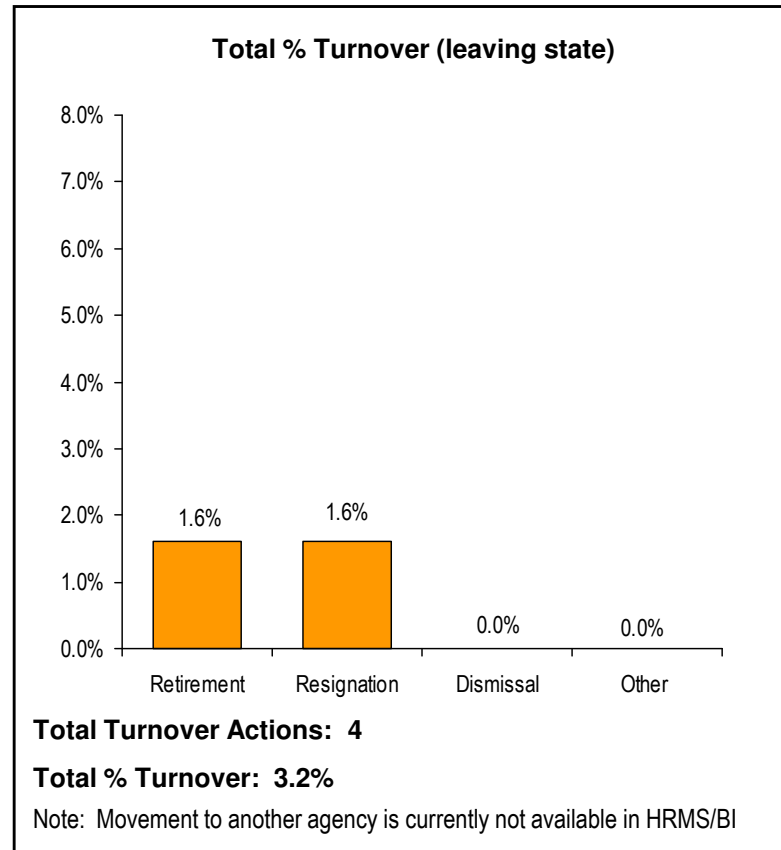
**Workforce Diversity Profile**

**Employee Survey Information**

Retention measure (TBD)

## Turnover Rates

Agency Priority: Low



### Analysis:

- Decrease of 6 turnover actions and 4.8% over last year.
- Half of the turnover actions were retirement.
- 5.5% reduction in resignations.
- Economy certainly plays a part in the lower turnover rate but so does the improvement in the environment at PRT.

### Action Steps: (What, by whom, by when)

- Continuation of agency communication of goals and plans, recognition, and clear expectations/evaluations should aid in keeping the turnover rate low.

## Workforce Diversity Profile

Agency Priority: High

### ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

#### Performance Measures

Turnover rates and types

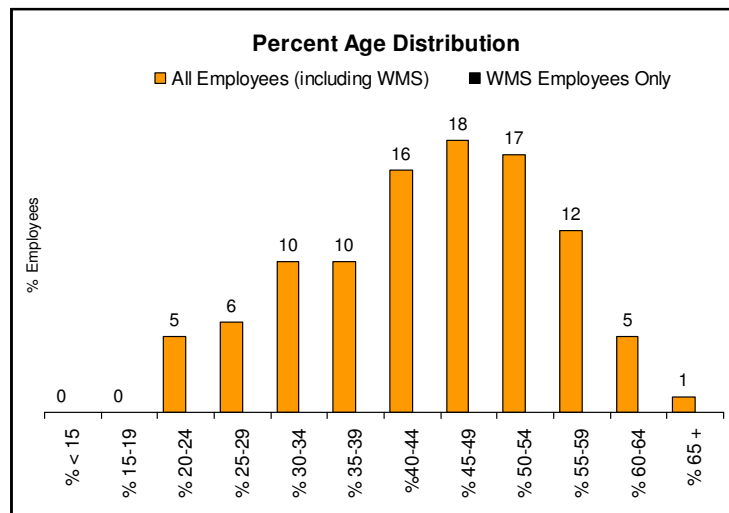
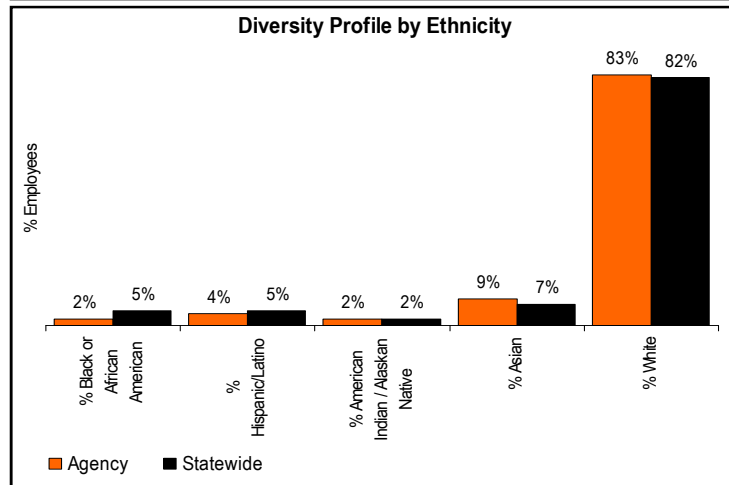
Turnover rate: key occupational categories

#### Workforce Diversity Profile

#### Employee Survey Information

Retention measure (TBD)

	Agency	State
Female	36%	53%
Persons w/Disabilities	1%	4%
Vietnam Era Veterans	2%	6%
Veterans w/Disabilities	0%	2%
People of color	17%	18%
Persons over 40	68%	74%



#### Analysis:

- Increase in Vietnam Era Veterans (+1%), Veterans with Disabilities (+1%), people of color (+1%), and Persons over 40 (+5%) over last year.
- Decrease in Female (-2%) and Persons with Disabilities (-1%) over last year.
- The Diversity Profile by Ethnicity indicates that there are 2 areas in which the agency is lower than the state in percentage of employees: Black or African American and Hispanic/Latino.

#### Action Steps: (What, by whom, by when)

- Like other agencies, the Department of Printing is seeing its workforce age. The agency is constantly reviewing the makeup of our workforce and developing plans to fill key positions as employees retire.
- As vacancies occur, the agency will continue to broaden our recruitments beyond Thurston County in order to develop a more diverse applicant pool.
- The agency will continue to monitor the recruitment and hiring process to determine if practices need to be revised to be more inclusive.

Data as of 06/09  
Source: Business Intelligence

## Employee Survey Ratings

Agency Priority: High

### ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

#### Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

#### Workforce Diversity Profile

#### Employee Survey Information

Retention measure (TBD)

Question	Avg April 2006	Avg Nov 2007
1) I have the opportunity to give input on decisions affecting my work.	3.39	3.43
2) I receive the information I need to do my job effectively.	3.76	3.64
3) I know how my work contributes to the goals of my agency.	4.13	3.97
4) I know what is expected of me at work.	4.39	4.21
5) I have opportunities at work to learn and grow.	3.38	2.99
6) I have the tools and resources I need to do my job effectively.	3.85	3.52
7) My supervisor treats me with dignity and respect.	4.29	4.12
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3.71	3.51
9) I receive recognition for a job well done.	3.13	3.06
10) My performance evaluation provides me with meaningful information about my performance.	3.38	2.94
11) My supervisor holds me and my co-workers accountable for performance.	4.18	3.91
12) I know how my agency measures its success.	3.23	2.95
13) My agency consistently demonstrates support for a diverse workforce.	NA	3.43

**Overall average:** 3.73 3.51

**Number of survey responses:** 120 77

#### Analysis:

- Slight decrease in overall average from 2006 to 2007.
- Decrease in all question responses from 2006 to 2007. Some of this may be attributed to a significant drop in survey participants.

#### Action Steps: (What, by whom, by when)

- The agency has made a conscious effort to improve communication, meaningful and timely evaluations, and recognition in the hopes of making the environment better. We look forward to seeing the 2009 survey results.
- Implementation of recognition program is complete.
- Agency has met the goal of 100% for current evaluations, expectations, and development plans.
- Agency has opened up strategic planning to all managers and has made it more transparent to all employees.
- While external training is not always an option, the agency is committed to utilizing internal subject matter experts to increase the skills and individual value of our staff. Implementation should be completed by the end of the fiscal year.

Data as of November 2007  
Source: Statewide Employee Survey